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ACADEMIC PLANNING COMMITTEE
RECOMMENDATION

SR-96-97-(12) 78 (APC)

Recommends that the attached "Mission Statement Marshall University 1995 - 2000" should be formally approved by the Faculty Senate and the proposed revisions submitted by faculty should be kept on file for the next full revision.

RATIONALE: The Committee felt that, having spent over two years in developing, writing, and revising the Mission Statement, if they were to address all the revisions submitted by faculty members they would never be able to complete the Mission Statement. As each revision would be dealt with, further revisions would probably be submitted. The Committee felt that the Mission Statement is a broad document by definition, and that constant revision is unnecessary and unproductive. With that in mind, the Committee would like to see the Faculty Senate approve the Mission Statement as submitted, while retaining on file the suggested revisions of faculty.

FACULTY SENATE PRESIDENT:

APPROVED BY SENATE: Elaine Baker DATE: 11-26-96

DISAPPROVED BY SENATE: _____ DATE: _____

UNIVERSITY PRESIDENT:

APPROVED: [Signature] DATE: 11-27-96

DISAPPROVED: _____ DATE: _____

COMMENTS:

Amended on the Senate floor on 11/21/96. The amendment was to substitute "must"
for should in Appendix III, Section 3 (c) concerning the library.

MARSHALL UNIVERSITY MISSION STATEMENT

1995 - 2000

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Mission Statement
Marshall University
1995 - 2000

INTRODUCTION

Founded in 1837, Marshall University is a fully-accredited comprehensive urban university primarily serving West Virginia and its adjacent states. Students from the broader national and international community complete the university's student body. Traditionally more than 85 percent of the students enrolled have been West Virginia citizens. Marshall University is dedicated to achieving accessibility to the disabled and has strong programs to aid returning and nontraditional students.

Marshall University offers a variety of programs through the College of Business, the Community & Technical College, the College of Education & Human Services, the College of Fine Arts, the College of Liberal Arts, the School of Nursing, the College of Science, the Graduate School, and the School of Medicine. Marshall University seeks to maintain and expand its doctoral programs. The University will continue to develop programs in disciplines important to West Virginia's future growth.

The student body of approximately 12,650 is anticipated to increase slightly through 2000.

STATEMENT OF PHILOSOPHY

While institutions of higher education differ in size and function, they share a common core of values; these help shape and guide their academic life. Marshall University is committed to seven basic principles.

The first and most basic commitment of Marshall University is to undergraduate education. The institution's traditional strengths have been the quality and breadth of undergraduate instruction, close interpersonal relationships between students and a faculty dedicated to excellent teaching, and the availability of programs designed to serve the needs of the region. Marshall University will continue to emphasize the excellence of undergraduate education as the cornerstone of the institution.

In addition to its baccalaureate programs, the University offers a variety of Associate occupational-technical degree programs, primarily through the Community & Technical College.

A second and major commitment of Marshall University is the enhancement of graduate education. Marshall has a wide range of master's and professional degrees, and selected doctoral programs. The University will strengthen and expand this range of programs in areas of evident need. Arrangements will be sought with other graduate institutions within the University of West Virginia system to facilitate the offering of

more cooperative doctoral level programs. To the extent that financial resources are available, in instances in which the state is not now being served, Marshall University may selectively propose and sustain cooperative and stand-alone doctoral programs.

Third. Marshall University is committed to expanding the body of human knowledge and achievement through research and creative arts activities. A vigorous commitment to both research and creative achievement is a vital component of any modern university. The quest for knowledge will be continued and nurtured at Marshall because it is central to the process of education. While new discoveries and/or the development of new applications of existing knowledge are intrinsically worthwhile, such research and creative activities also reinforce all other components of the University's mission. A university is fueled by ideas; the continual reconsideration of old ideas and the thirst for new ideas energize our academic community and contribute to the well-being of society.

Marshall University's fourth tenet is its commitment to society through public service. Marshall recognizes the three basic functions of any major university--the discovery, transmission, and application of knowledge; these functions are interrelated and accomplished through the

activities of teaching, research, and consultation--each of which represents service to society. The University is committed to the idea that public service is an end result or outcome of all work that is generated through these three functions.

The University encourages interaction with individuals; businesses; and educational, governmental, and community agencies. It is ready to provide consulting, technical assistance, collaborative research, and other services that contribute to economic growth and stability. The University is committed to enhancing the quality of life by providing a variety of cultural events and by encouraging and participating in the development of new cultural programs. Marshall has demonstrated that it is a major influence in improving the quality of health care, and it will continue to provide essential health-related services.

Created in affiliation with the Huntington Veterans Administrations Medical Center, the Marshall University School of Medicine is a community-based institution that provides a desirable economic package for medical education and health services for West Virginians. The mission of the Marshall University School of Medicine is to maintain and improve the health of West Virginians by educating physicians and basic medical scientists, particularly in rural primary care, rigorously

investigating significant issues involving health, and providing direct and supportive health services to West Virginia residents, health providers and institutions.

The School of Medicine will continue to expend a large measure of its resources in the area of rural primary care. This focus will allow a strategic response to special health care problems within the state. The orientation to rural primary care will be expressed in special efforts in recruitment, basic sciences and clinical education, graduate medical education, research, and continuing clinical support and education. The School of Medicine aspires to excellence in its programs.

A fifth commitment of this university is diversity in its student body, its faculty and staff, and its educational programs. The University is fully committed to a program of affirmative action and to an environment of teaching and learning that recognizes and welcomes diversity of race, color, sex, sexual orientation, age, religion, national origin, marital status, political belief, and disability. Students drawn from diverse cultural, racial, and ethnic backgrounds enrich the atmosphere of the campus and help each other understand a world larger than the one drawn from immediate experiences. Marshall University's students are best served by faculty and staff who likewise come from

diverse backgrounds.

The University also is committed to programs which promote multicultural and international understanding. Exposure to many cultures and value systems is an integral part of a well-rounded education. Marshall is committed to developing programs in international education and multicultural experiences for students, faculty and staff because they enrich our lives, make us better citizens and prepare us to live in an increasingly interdependent world.

A sixth commitment of Marshall University is to academic freedom and shared governance. This principle holds that faculty members must have unimpeded freedom to teach and perform research. Nowhere is the right to pursue one's own inquiry and to publish those findings more forcefully stated than in the American Association of University Professors' 1940 Statement on Academic Freedom. As a university, Marshall fully subscribes to that statement. Moreover, participatory governance on the part of the faculty, students, and staff must exist at all levels of the University.

Finally, Marshall University is committed to assuring the integrity of the curriculum through the maintenance of rigorous standards and high expectations for student learning and performance. As a comprehensive

university with a broad range of programs and services, Marshall is committed and suited to meet diverse demands. Through the Yeager Scholars Program, the John Marshall Scholarship Program, and the Honors Program, Marshall can and does serve the academically talented.

Likewise, Marshall provides special preparatory programs for students not academically ready for college. With open-door admissions, the Community & Technical College primarily serves Cabell, Wayne, Putnam, and Mason counties with developmental courses for underprepared students and a transition program to help students meet baccalaureate admissions requirements.

APPENDIX I

PROGRAMS & PRIORITIES

Our priorities for the allocation of additional resources will further the academic mission of the University and will be directed to three areas: existing academic programs, accreditation, and new degree programs.

A variety of programs at Marshall must be provided with new resources to achieve regional and national standards of academic quality and to accommodate planned enrollments. It is assumed that program reviews will influence the allocation of resources.

New resources must also be allocated to accreditation. While Marshall is a fully-accredited regional institution, many units of the University will need to seek, attain, and maintain professional accreditation.

While Marshall University recognizes the value of intercollegiate athletics, there is always a danger that athletics or other nonacademic programs may overshadow the academic mission of the institution. The status of athletic or nonacademic programs should not be altered or upgraded without the advice of the Faculty Senate, nor should any athletic or nonacademic project or concern take precedence over academic

projects and concerns.

And finally, a claim on future resources must be made for new undergraduate and graduate degree programs. Given the fact that Marshall was charged by the Carnegie Foundation for the Advancement of Teaching to devise several "select, non-duplicative doctoral programs" in disciplines important to West Virginia's future economic growth, the fact that there is specific legislative reference to a doctorate in vocational education, and considering the legislative-mandated coordinate relationship with the West Virginia Graduate College, including the "planning and operating of a coordinated program of graduate education in the Charleston-Huntington region," Marshall will be involved with new doctoral degree proposals in the immediate future.

IDENTIFICATION OF AREAS OF CURRENT EMPHASIS

The following areas of emphasis (not prioritized) will command the commitment of institutional resources:

- A. A commitment to high quality undergraduate liberal arts education, broadly defined.
- B. A commitment to rural health care, including medicine, nursing, nutrition, health education, health care management, continuing medical education, etc.
- C. A commitment to schools and schooling, including teacher education, and the setting of the agenda for education in southern West

Virginia.

- D. A commitment to economic development, which would include programs in education, science, business, the Community & Technical College, perhaps engineering, and a broad range of fields.
- E. A commitment to the fine arts and humanities because Marshall is--and should be--the cultural center of this community.
- F. A commitment to high quality graduate programs (master's, specialist, and doctoral degrees.)
- G. Finally, a commitment to teaching and research involving environmental issues that, unquestionably, will be a dominant factor of life in the 21st Century.

In accord with the first and most basic commitment of Marshall University as outlined in the statement of Philosophy of the Mission Statement and the above seven areas of emphasis, Marshall University will strive to develop programs that will be recognized nationally for their excellence. Toward this goal strong emphasis will be placed on high quality teaching and interaction with the individual student. Uniform guidelines for monitoring and improving instruction will be developed and implemented by college deans. Programs that have University commitment to independent accreditation will be brought into compliance with accrediting agency guidelines.

Appendix II

<u>COMMITMENT</u>	<u>GOALS/ACTION</u>	<u>UNITS OF RESPONSIBILITY</u>
1. A Basic Commitment to Undergraduate Education.	(a) To assure quality education, departments and divisions should seek to achieve a balance between the number of majors admitted to a program and its available faculty and resources.	Deans, Departments Chairs, Faculty
	(b) The University should continue to find ways to reward exceptional teachers, and faculty evaluations should include recognition of good teaching.	Deans, Chairs, AAVP (Academic Affairs Vice-President), Shirley & Marshall Reynolds Committee, Queen-Pickens Committee.
	(c) The University should expand and systematize its faculty development efforts and provide resources for instructional improvements.	AAVP, Deans, Faculty Development Committee.
	(d) The University should continue to expand its efforts to recruit academically talented students.	Directors of Admissions, S.C.O.R.E.S., Honors, Financial Assistance.
	(e) The University should expand its library holdings and staff commensurate with its key role in undergraduate education.	Director of Libraries, and AAVP.
2. A Commitment to Enhance Graduate Education	(a) Graduate faculty who exhibit significant research potential should be placed on reduced teaching loads.	Graduate Dean, Graduate Committee, Research Committee.
	(b) Marshall should increase and expand its stipends for graduate assistants.	Graduate Dean, and AAVP.
	(c) The University needs to make program review of graduate programs a rigorous tool to identify those programs that have outlived their historical usefulness or for which there is no longer a	Department Chairs, Dean, AAVP Office, Graduate Dean, Academic Planning.

<u>COMMITMENT</u>	<u>GOALS/ACTION</u>	<u>UNITS OF RESPONSIBILITY</u>
	demand.	
	(d) Before any new programs at either the master's or doctoral levels are instituted, Marshall may seek external review teams for evaluative purposes.	Graduate Dean, Graduate Committee, Academic Planning
	(e) The University needs to insure that necessary resources are available for research at the graduate level.	Director of Libraries, Graduate Dean
	(f) The number of authorized graduate & professional fee waivers needs to be increased from five to ten percent of registered students.	Graduate Dean
3. A Commitment to Expanding the Body of Human Knowledge and Achievement Through Research and Creative Arts Activities.	(a) The number of summer research stipends and the amount of those stipends should be increased.	Research Committee, Graduate Committee, Graduate Dean
	(b) Marshall should seek external funding for research and creative activities, and the University should work to provide matching funds.	Research & Economic Development Center, all colleges and schools.
	(c) As the University's financial support for research and creative activity increases so should expectations that faculty members be actively involved in research and creative activities.	Research & Economic Development Center, Deans, Departments, AAVP, and School of Medicine.
	(d) The library must expand its collections.	Director of Libraries.
	(e) The infrastructure for grant writing needs to be improved by professional assistance.	Research & Economic Development Center and Graduate School.
4. A Commitment to Public Service.	(a) The University should continue to diversify the economy of West Virginia by developing appropriate	Research & Economic Development Center, all colleges and schools.

COMMITMENTGOALS/ACTIONUNITS OF RESPONSIBILITY

	research in science, technology, economic, and industrial development.	
	(b) The University should involve the faculty and staff to provide technical assistance to business and industry and promote partnerships with business and industry.	Center for Regional Progress, all colleges and schools.
	(c) The University should continue to create a quality of life and suitable environment for business by enhancing tourism, the arts, education, historic preservation, and quality medical care.	Center for Regional Progress, Deans, Departments, AAVP, and School of Medicine.
5. A Commitment to Diversity in Student Body, Faculty and Staff, and Educational Programs.	(a) Marshall should increase the number of minority students who enroll and graduate from the university.	Vice President for Multicultural and International Programs, Admissions, African American Student Programs.
	(b) The University should increase the number of minority faculty members and staff.	Chairs, Deans, Faculty, Administrators, Staff Council, and Human Resources.
	(c) Marshall should increase and enlarge opportunities for travel and study abroad for both students and faculty.	AAVP, Faculty Development Committee, International Studies, Director of International Students, & Staff.
	(d) Marshall should create a climate and support system that is conducive to educational success of minority and international students.	Faculty Senate, Director of International Students, Director of African American Programs, Departments, Deans, Chairs, Faculty, and Student Affairs.
	(e) Marshall should incorporate a greater degree of cultural pluralism and world affairs into its curriculum and co-curricular activities.	Vice President for Multicultural and International Programs, Departments, Chairs, Student Affairs, and Yeager Program.
	(f) The library should collect and make available materials that reflect human cultural diversity.	Director of Libraries.

<u>COMMITMENT</u>	<u>GOALS/ACTION</u>	<u>UNITS OF RESPONSIBILITY</u>
	(g) Marshall should increase the number of international students attending the University.	Admissions, International Students Office.
6. A Commitment to Academic freedom and shared governance.	(a) The University should strive to enhance communication among the administration, faculty, staff, and students.	This will be carried out by of the standing committees representing these groups and by the leadership of the President of the University, and the Presidents of Faculty Senate, Staff Council and Student Government Association.
7. A Commitment to Assuring the Integrity of the Curriculum through Rigorous Standards and High Expectations for Student Learning and Performance.	(a) Marshall should strengthen, coordinate and consolidate its developmental programs within a single administrative unit. (b) Faculty should set high expectations for student learning and assess student learning outcomes.	Community and Technical College. Departments, Chairs, Deans, Task Force on Assessment, and, AAVP.

Appendix III

Programs Seeking Accreditation:

College of Business (the entire program)
Physical Therapy Assistant
Theatre
Visual Arts

Programs That Must Maintain Accreditation:

Athletic Training
Banking & Finance Technology
Biological Sciences
Business & Office Technology
Chemistry
College of Education
Communication Disorders
Cytotechnology
Dietetics
Engineering Technology
Legal Assistant
Management Technology
Medical Laboratory Technician
Medical Records Technology
Medical Technology
Music
Park Resources and Leisure Services
Safety
School of Journalism & Mass Communications
School of Medicine
School of Nursing (BSN and MSN)
Social Work

New Degree Programs Proposed: (But not to exclude others to be developed)

Associate Degree	-	Respiratory Therapist Medical Assistant Nursing
Baccalaureate Degree	-	Occupational Therapy Engineering Technology/Manufacturing Sciences
Master's	-	Computer Science & Software Development M.A.I.S. (Interdisciplinary Studies) M.F.A. Genetic Counseling
Doctoral Degree	-	Psy. D. (Cooperative) Curriculum & Instruction (Cooperative) Ph.D. in Information Systems